CS 428 Org Charts and Status Reports

WINTER 2020, WEEK #2

BRUCE F. WEBSTER

- ▶ Ideal: frequently reorganize and (re)assign tasks to use the best people at any given moment

- ▶ Real: time wasted coming up to speed, loss of 'gained knowledge', undocumented tasks/issues/responsibilities falling into the cracks, uncertain authority/gatekeeping

- ▶ Also real (in real-world): issues of prestige & ego, lack of talent/skill/interest in certain roles, misused authority

- ▶ Your team is welcome to take whatever approach you want, but be prepared to document and defend it

- ▶ Observations and experiences?

Why have roles and titles at all?

- ▶ Appropriate division of labor
- ▶ Focus on individual talents, skills, and interests
- ▶ Make responsibilities clear
- ▶ Establish lines of communication that reflect the target architecture (see "Remember Conway's Law" [Webster #2])
- ▶ Align individual goals with team goals (see "How to retain IT talent with goal alignment" [Webster #2])

Why have an organization chart?

- ▶ Deciding how you're going to decide those roles
- ▶ Not knowing what you need yet / not knowing what you don't know about your project yet (Armour)
- ▶ Competition for 'prestige' jobs (project manager, chief architect)
- ▶ Available talents/skills don't always match required positions
- ▶ Don't forget that you can reorganize and reassign at any time

Challenges in organizing a team
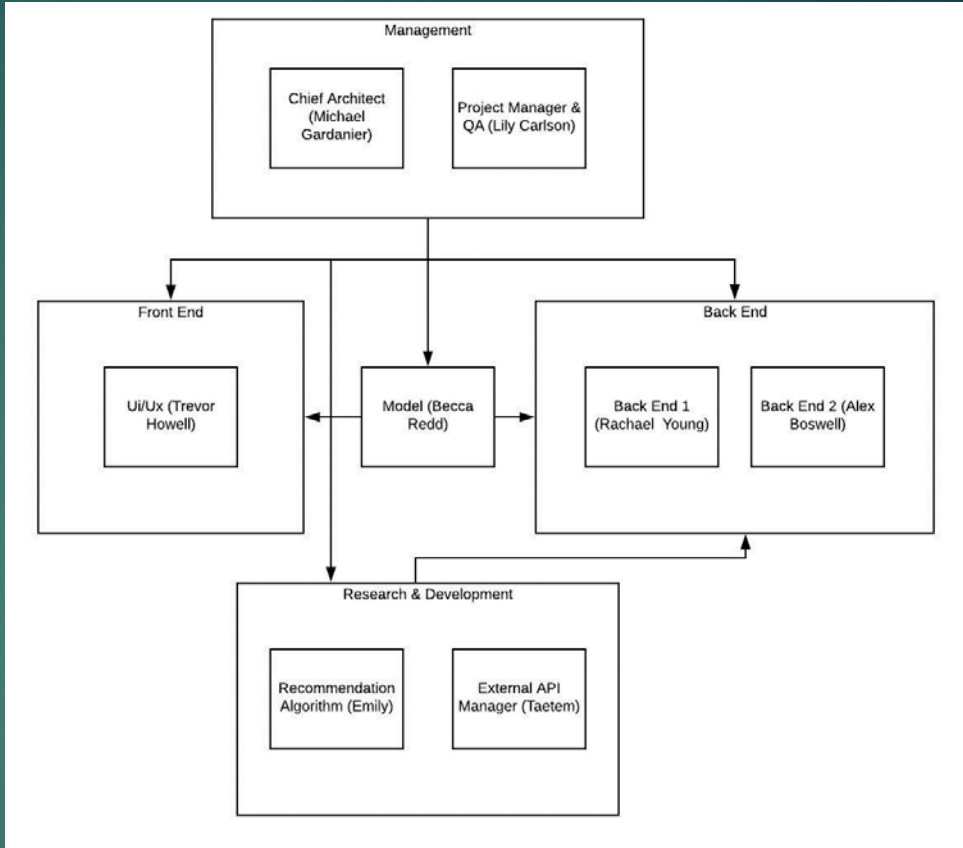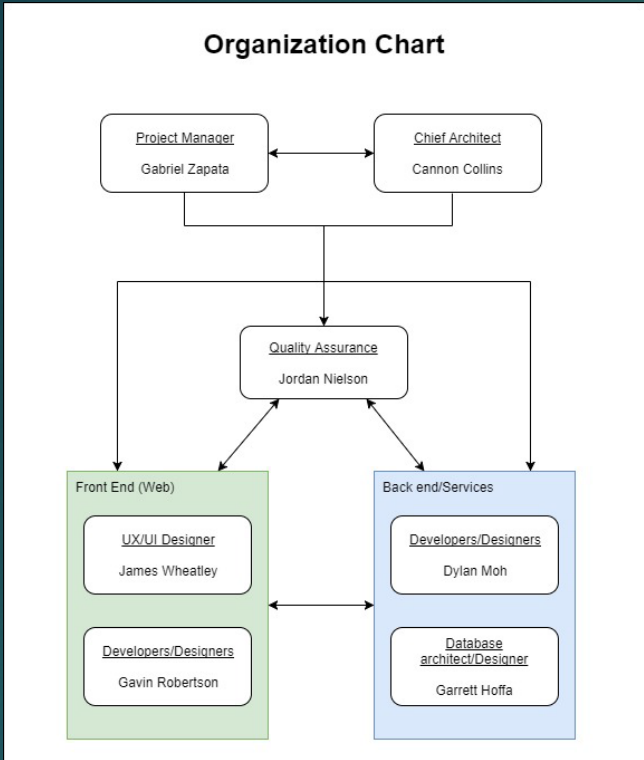
Org Chart Examples

- Project manager (mandatory)
- Chief architect (mandatory; must be different than PM)
- Designer/developer
- Quality assurance
- Librarian/configuration management
- UX/UI designer
- Tool builder
- Graphics/sound/music artist
- Technical writer
- Database architect/manager
- Sales/marketing/customer relations/support
- For wackier inspiration: https://siliconvalleyjobtitlegenerator.tumblr.com/

Possible roles/Titles

- Define the following for each role/title:
  - Activities and deliverables responsible for
  - Any "gatekeeper" (approval/decision) authority
  - Management/communication lines with other team members
- Note: for smaller teams, a given person may have multiple roles
- Note: this is a separate document from the org chart (or you can embed the org chart in this document)
- Example from prior semester:
  - https://github.com/lily514/book-app-428/wiki/Organization-Chart-and-Role-Requirements

Deliverable: Roles Document

- ▶ Why a status report?
  - ▶ Reflects real-world practices
  - ▶ Lets me and Taylor know in more detail what is going on in each project
  - ▶ Increases intra-team transparency as to effort and progress
  - ▶ Tracks history of project over time

Weekly Deliverable: Status Report

Mandatory standard form

▶ **Project Name**, **Date** (of weekly report), **Project Manager** – self explanatory (I hope)

▶ **Project Summary (including redirection)** – brief description of project; should update as direction, scope, goals change

▶ **Key Tasks/Progress/Status/Finish** – list of *current* key tasks (remove completed ones), current % completed, whether it's on track, and estimated completion date

▶ **Tasks Completed** – tasks completed *this past week*

▶ **Tasks Delayed** - tasks put on hold for now + reasons why

▶ **Tasks Planned** – tasks to be worked on *this coming week*

▶ **Team Members – Billable Hours** – time each team member spent on the project this past week (including meetings, etc.)

▶ **Key Project Risks and Issues** – top 1 to 3 risks/issues that need to be handled

Status Report Fields

- Due every Saturday by midnight, starting **a week from this Saturday** (01/25/2020)

- Template is on CS 428 website (http://cs428.cs.byu.edu/wp-content/uploads/2018/08/CS428-weekly-status-report.xlsx)

- Post the status report on your team Wiki, with a **separate**, **clearly dated** link for each week's report

- Project Manager is responsible for ensuring it's submitted, but can assign another team member to do the actual reporting

- Recommendation: do billable hours on a Saturday-through-Friday basis, so that team members have all day on Saturday to report their billable hours for the prior week

  - Set a team deadline for reporting (say, noon on Saturday)

  - Failure to report hours should be marked as '0' or 'N/R' (no report)

  - No minimum weekly billable hours requirement, but I reserve the right to lower grades (or even fail) for lack of participation

Weekly Status Reporting

- By midnight this Saturday (01/18):
  - Individual: Watch and mark off (on Learning Suite) your first podcast (#1)
  - Team: Updated your team's project's wiki page to include all members, flesh out description
- By midnight the following Saturday (01/25)
  - Individual: Watch and mark off (on Learning Suite) your second podcast (#2)
  - Team: Create your org chart and your roles/responsibilities document. Full credit requires:
    - Both the org chart and the roles/responsibilities definitions (can be on a single Wiki page)
    - The org chart needs to show lines of communication and management (hint: **arrows**)
    - Roles/responsibilities needs to contain the information a few slides back
  - Team: Create your first status report and link to it on your team Wiki page
- **Lecture in two weeks (01/27): creating your project requirements**
- Readings to have done by the next class (01/27):
  - *Mythical Man-Month*, chapters 3, 10
  - *Accelerate*, chapter 7, 8
  - Peopleware, chapters 2-3, 21-22
  - Online readings: Webster #1, #2

To do during the next two weeks